2021 INVESTOR DAY

CAINIAO NETWORK- Smart Logistics Network

WAN Lin, CEO of Cainiao Network

01 Macro Environment

宏观环境

02 Value Proposition

价值主张

03 Business Updates

业务进展

Major Strategic Opportunities for the Logistics Industry

物流进入重大战略机遇期

Scale

Double-digit Growth Driven by E-commerce

27% ↑

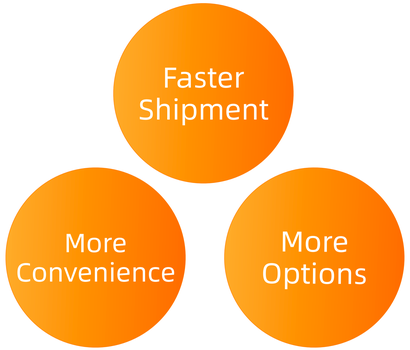
Global parcel volume YoY growth(1)

37% ↑

China parcel volume YoY growth(2)

Service

Service Upgrade to Satisfy Diverse Needs



Top 3 Priorities for Consumers(3)

Technology

Efficiency Enhancement Leveraging IoT

- No.1 Manufacturing
- No.2 Logistics
- No.3 Energy

Top 3 Industries Using IoT(4)

ESG

Stronger Industry Commitment to Decarbonization

- Net-zero emissions by 2050(5)
- Carbon-neutral operations by 2040(6)
- Higher standards set by Chinese authorities

Notes:

1. YoY growth of global parcel volume in 2020 according to State Post Bureau of The People's Republic of China press release.
2. YoY growth of China parcel volume for the last 9 months ended September 30, 2021, according to State Post Bureau of The People's Republic of China, 'Statistics Report of 2021 Q1~Q3 Postal Industry' (2021-10-29).
3. Based on Cainiao's survey.
4. According to industrial report by Southwest Securities, ' IoT Industry Chain Analysis ' (2021).
5. According to DHL Annual Report.
6. According to FedEx Annual Report.

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Business Overview

菜鸟业务全景图

Consumers
面向消费者

Consumer Logistics
Cainiao Post | Cainiao Guoguo

No Comparable Peers

Merchants
面向商家

International Logistics Network
Inbound Supply Chain | Outbound Parcel Network | Outbound Freight Network

Domestic Smart Supply Chain
Manufacturer-to-customer Fulfillment | Omni-channel Supply Chain Solutions | City Delivery Network

Logistics Partners
面向物流合作伙伴

Logistics Parks
Domestic Logistics Parks | Domestic Sorting Centers
Industry Parks | Overseas eHubs | Overseas Warehouses

Logistics Technology
IoT | Smart Supply Chain | Digital Management Systems

Business Overview

菜鸟业务全景图

Consumers
面向消费者

Consumer Logistics

Logistics technology and value-added services

物流技术及增值服务

9%

of Total Revenue(1)

Merchants
面向商家

International Logistics Network and Domestic Smart Supply Chain

One-stop end-to-end fulfillment solutions

端到端供应链履约服务

89%

of Total Revenue(2)

Logistics Partners
面向物流合作伙伴

Logistics Parks and Technology

Asset operation and management services

资产运营及管理服务

> RMB20 Bn

Assets on Balance Sheet(3)

Notes:

1. Consumer Logistics business revenue as percentage of total revenue for the six months ended September 30, 2021.
2. International Logistics Network and Domestic Smart Supply Chain business revenue as percentage of total revenue for the six months ended September 30, 2021.
3. Book value of fixed asset, construction in progress and land use rights on balance sheet as of September 30, 2021.

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Consumer Logistics: Enhanced Experience Driven by Digital Upgrade

消费者物流：数智化改造提升消费者体验



Cainiao Post: Digitalized Community Service Centers

菜鸟驿站：数字化多元社区服务中心

China's leading last-mile network

中国领先的末端包裹网络

2/3 of cities covered[3]

30,000+ digitalized rural posts[3]

Digitalization plus value-added services

数字化改造与社区服务延伸并举

Enhancing consumer experience

Catering to local community needs

88%

Daily Package Volume YoY Growth[1]

~64 Mn Packages per Day[2]



Cainiao Guoguo: Crowdsourced Parcel Delivery Platform

菜鸟裹裹：数字化众包寄件平台

China's leading crowdsourced parcel delivery platform

中国领先的零散寄件服务平台

Redefining service standards and consumer experience

Aggregating delivery capacity of ecosystem partners

Convenient service, enhanced experience

便利服务提高体验

30-minute pick-up at doorstep

One-click recycling pickup from door

Notes:

1. YoY growth of combined average daily package volume of Cainiao Post and Cainiao Guoguo for the six months ended September 30, 2021.
2. Average daily package volume of Cainiao Post and Cainiao Guoguo for the six months ended September 30, 2021.
3. As of September 30, 2021.

Consumer Logistics: Enhanced Experience Driven by Digital Upgrade

消费者物流：数智化改造提升消费者体验

Order placement

Real-time status tracking

Multiple pick-up options

On-demand delivery from post to door: 300+ unmanned vehicles deployed(1)

包裹按需上门：
300+台无人车提供一键预约驿站上门服务



Digitalized unmanned posts: 100+ operating 24/7(1)

数字化无人驿站：
100+个24小时无人驿站投入运营
满足消费者全天取件需求



Note:
1. As of November 15, 2021.

International Logistics Network: Reliable, High-quality Services for Global Trade Participants

为全球贸易参与者提供确定性的好服务

40%+

Revenue YoY Growth(1)



Inbound Supply Chain

Providing global-to-China services to brands

为全球品牌提供供应链服务

End-to-end solutions for general trade, bonded trade, duty-free trade, etc.

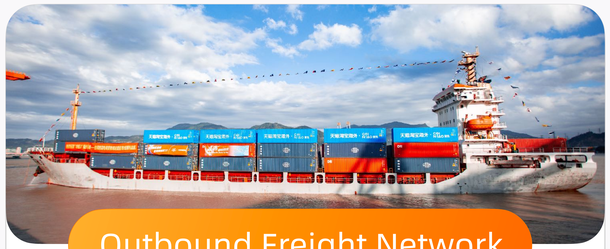


Outbound Parcel Network

Global delivery for the price of a cup of coffee

一杯咖啡的价格送全球

10-day-delivery for US$5, to 20 countries
20-day-delivery for US$2, to 50 countries



Outbound Freight Network

Serving SMEs engaging in cross-border B2B trade

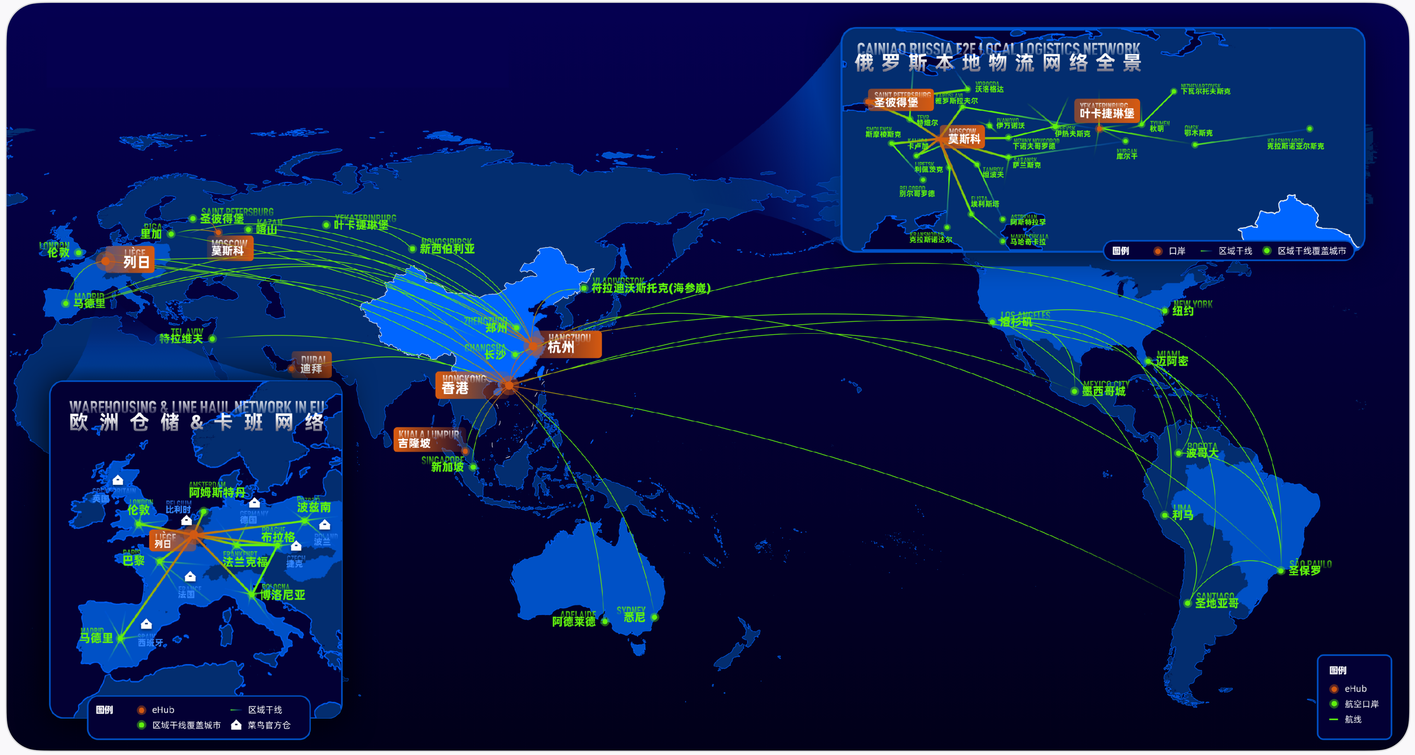
服务中小企业跨境B2B业务

Three core products: container transportation, full container load, less-than-container load

Note:
1. YoY growth of International Logistics Network business revenue for the six months ended September 30, 2021.

Global Smart Logistics Infrastructure

全球智能骨干网



Logistics Hubs 物流枢纽

2 eHubs in operation: Kuala Lumpur and Liege(1)
3Mn+ sq.m of warehouse space dedicated to cross-border(1)

Line-haul and Sorting Centers 干线和分拨中心

7 self-operated sorting centers in operation(2)
245 chartered cargo flights per month(1)

Smart Customs Clearance System

智能关检务系统

Connecting 50+ ports worldwide(1)
Customs clearance time reduced to seconds

Overseas Last-mile 海外末端

4,000+ sets of smart lockers now available in Russia, Spain, France, and Poland(1)

Notes:
1. As of September 30, 2021.
2. As of October 31, 2021.

Domestic Smart Supply Chain: Serving Diverse Needs in China's Economy

智慧供应链：支持多样化业态，服务实体经济

20%+

Revenue YoY Growth(1)



Serving manufacturers in industrial belts to cut costs and drive efficiency

产地仓开进更多产业带，为实体经济降本增效



End-to-end smart supply chain solutions for different verticals

为各行业提供涵盖揽收、集货、干线、转运、分销的端到端数智供应链服务



City delivery network with multiple service options

提供半日达、当日达、次日达、送装一体等多样化配送服务

Note:
1. YoY growth of Domestic Smart Supply Chain business revenue for the six months ended September 30, 2021.

Driving Efficiency with Innovation

微创新带来极致效率



Optimized facilities layout to boost throughput speed

档口制和鱼骨型场地规划提升运营效率



Multi-merchant parcel bundling to reduce shipment cost to consumer

N元N件，集单统配降低物流成本



Seamless integration of production and logistics to enable zero-inventory

生产流程与物流流程无缝衔接，
实现0库存



Highly adaptable microdevices to enable faster processing

多种柔性自动化微型设备
提升仓内各环节效率

Cainiao Logistics Parks:
Serving Logistics Partners and Merchants with Five Key Products

全球地网：五大产品服务物流合作伙伴和商家



Domestic logistics parks for merchants

国内仓配物流园



Domestic sorting centers for logistics companies

国内中转分拨园区



Integrated complexes for business and logistics

产业园



Overseas eHubs for international trade

海外eHub枢纽



Overseas warehouses for merchants

海外本地仓

10 Mn+ sq.m(1)

Total Assets under Management

资管面积超1千万平

Note:
1. As of September 30, 2021.

Green Logistics: Driving Sustainability with Technology

绿色物流：科技推动可持续发展

Recycling

Packaging materials collected for recycling at **80K+** Cainiao Posts(1)

Green Packaging

Ongoing research and development for environmental friendly, reusable materials

Green Parks

Solar power available in **6** parks with more installation scheduled(1)



Cainiao's End-to-end Green Solutions

菜鸟全链路绿色解决方案

Note:
1. As of November 15, 2021.


To Make It Easy To Do Business Anywhere
让 天 下 没 有 难 做 的 生 意
Alibaba